



Corporate Training Services (CTS) Business Line
FISCAL YEAR 2007 – 2011
WCF BUSINESS PLAN

May 4, 2007

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Summary

Mission: Provide employees department-wide the opportunity to have access to a wide variety of quality, cost effective training in both classroom and web-based formats.

Introduction

The Corporate Training Services (CTS) Business line affords employees department-wide the opportunity to have access to a wide variety of quality, cost effective training in both classroom and web-based formats. The Department is challenged with training its employees and cultivating an environment where employees can have access to training that meets mission, organization, and individual learning needs.

Training services are offered to customers department-wide. The DOE Online Learning Center² (OLC²) is a web-based learning management system (LMS) designed to satisfy a number of different training requirements including mandatory training and DOE mission specific courses not available in Commercial-off –the- Shelf (COTS) courses. The classroom delivered training is offered through the Professional Skills Training Program curriculum that was designed and developed to address specific functional skills needs as identified in various internal and external audit reports; e.g. GAO, OMB, and other external organizational reports.

Accomplishments:

DOE OLC²:

- Created a separate training environment for OLC2 Administrators
- Added System Configuration Requirements Checker to check and inform each user if their desktops meets minimum system requirements and provide instructions on how to meet the requirements if they don't for some reason
- Improve user access by providing:
 - An auto forgotten password capability
 - An auto caps for the learner sign-in
 - A viewable course catalog prior to logging in
 - Link to the Enterprise Training Services (ETS)
 - A link for frequently asked questions (FAQs)
 - The ability to email the DOE OLC2 Help Desk directly
 - An automated Desktop System Configuration Checker
 - A preview of the +2700 OLC2 course titles prior to login
 - Created a "Did You Know?" section to shares facts and stats about the OLC2 those who use it
 - Created an "OLC2 Training News" section to share important OLC2 news and information
 - Web based training on How to Use the OLC2 powered by Plateau
 - Implementing the ability to create and launch DOE specific courses

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- There have been +2800 course completed in CY 06 (excluding mandatory courses)
- There have been ~18,000 accessions to the system
- Integrated with the National Training Center (NTC) in Albuquerque NM

Training Delivery and Services:

The Department-wide Professional Skills Training Program was specifically established to ensure a corporate training and development approach as well as standardized presentation of DOE policies and procedures in support of current Departmental objectives. The following represents fiscal year 2006 accomplishments:

- Successfully developed five new DOE courses through the Professional Skills and Technical Training Program for DOE organizations and employees
- Successfully provided training delivery and service support to OECM for all PMCDP course requirements for FY'06
- Successfully provided all DOE customers of the Training Delivery and Services business line with required standard reports outlining all billing transactions on a quarterly and annual basis for Fy'06.
- Successfully delivered training for the first time to DOE employees on Writing Executive Core Qualification (ECQ) to employees eligible to apply for the next DOE SESCO program
- Successfully granted a policy price increased from the WCF Board
- Successfully implemented the new course fees from \$100 per day to \$200 per day, per student

Business Description

- **General:**

DOE OLC²

The OLC² is a commercial, web-based network, primarily populated with commercial off-the-shelf (COTS) training courses, that provides access to online learning and training. The goal of this effort is to use technology to deliver learning activities to the desktop wherever such delivery can be demonstrated to improve learning outcomes and reduce costs independently or in combination with other training methods.

The OLC² resides on a server located at Verio hosting facility operated by General Physics, a subcontractor to the vendor, to Plateau Systems, Inc. The OLC² offers a large inventory of courses:

Source	Mandatory	Safety	IT	Business	Total
DOE	1				1
SkillSoft		85	1,700	950	2650
NETg			1,300	700	2000
Totals					4651

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The *OLC*² courses are also categorized by competency management subject area so that individual employee's can become familiar with basic principles and concepts in different fields:

Curriculum	Competencies	SkillSoft	NETg	Key Word
Security				Security

By searching on the “key word,” employees can identify and review courses in different subject areas and build an *OLC*² learning plan as part of their Individual Development Plan.

In addition to online learning, the *OLC*² offers other training related functions that include an administration function allowing the user to have access to transcript information consisting of a list of courses accessed, courses completed, credit hours earned, test scores and course evaluations. There is also a reporting capability, sorted by organization, of employee training related data and information. Other functions of the *OLC*² offer training program administration and knowledge management capabilities such as technical papers, presentations, videos, DOE standards and guidelines, reference materials and information, coordination of “blended” training programs, and posing of at-home assignments and related learning materials.

Training program managers and employees have access via the Internet to *OLC*² courses and other functions. Employees can access required courses and optional courses as many times as needed during the year. Customers enjoy the convenience of completing Department requirements and working on developmental learning activities when time is available in the office or even at home or on travel as long as an internet connection is available. Finally, on a periodic basis, documented training progress on the *OLC*² is transferred to employees' permanent training records in the Departmental Corporate Human Resource Information System.

Training Delivery and Services

The Professional and Technical Skills Training Program is an integral component of the Training Delivery and Career Development business line of the Office of Human Capital Management, Innovations and Solutions and provides effective, high quality training programs to DOE employees.

The Professional Skills and Technical Training Program, as a key element of the Department's corporate approach to training, directly supports the accomplishment of the DOE Human Capital Management Strategic Plan and the Defense Nuclear Facilities Safety Board (DNFSB) recommendations regarding technical competence.

The Professional Skills and Technical Training Program is responsible for the design, development, and delivery of competency-based courses to meet critical skill development needs in Project Management, Program Management, Acquisition and Assistance, Continuing Education and Interdisciplinary Skills. Modular course design facilitates

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customized, just-in-time training, for on-site and centralized delivery. The Professional Skills and Technical Training Program is supported by a performance-based competitively awarded contract for training delivery and ancillary services; providing best value at a fixed price.

In addition to course offerings, the Professional Skills and Technical Training Program provides a variety of ancillary support services to DOE organizations. These services include program management, administrative support, training needs assessments, competency development, training and development business plans, and evaluation activities.

Professional Skills and Technical Training currently lists over ninety-five courses in five basic curricula: Acquisition Management; Program Management; Project Management; Interdisciplinary Skills and Continuing Education. They are presented from a complex-wide perspective to support standardized implementation of policies and procedures in meeting DOE's performance objectives. However, specific course material can be adapted or tailored to meet individual site, program, or project objectives for each organization.

The five-year contract awarded for Department-wide training development and delivery services enables the Professional Skills Training Program to improve DOE's professional performance through development and delivery of training that meets the needs of the Department in the most cost-effective manner.

- **Planning Process:**

The Department takes an integrated approach to training with respect to program needs, employee training needs, and the training tools available to meet those needs by ensuring that training is timely, accessible, and relevant to the job. Training drivers for the Department include:

- President's Management Agenda
- Department of Energy Strategic Plan
- E-Gov Strategic Plan
- DOE Order 360.1, Training (Federal employees)

During the next five years, DOE will significantly increase the integration of technology into its learning processes. This will increase our blended learning approach in support of our classroom training. Technology, appropriately used, can serve as a powerful lever to increase workforce performance, skill, and knowledge, and worker satisfaction. The intent is to make cost-effective training available at the desktop and at the work site at the time of need.

- **Resources and capabilities of the organization:**

DOE OLC²

The DOE Online Learning Center² (OLC²) is managed and operated by the Office of Human Capital Management Innovations and Solutions. A core group of both Federal and contractor staff manage, operate, maintain and troubleshoot the system. A help desk and e-mail address

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have been established to provide customer support. Technical support is provided by the vendor and contractors who support the OLC² team. After transitioning to the new service provider, customer assistance will be provided 24 hours a day, 7 days a week, at additional cost, to DOE Organizational Elements through the vendor and will be managed by the vendor.

Training Delivery and Services

The Department-wide Professional Skills and Technical Training Program is planned, managed and operated by the Office of Human Capital Management Innovations and Solutions. A core group of Federal staff, supported by contractor support provides oversight and management of the Professional Skills and Technical Training Program. DOE program offices are able to support their organization's specific training and development needs through the training development and delivery services provided via this five-year performance-based contract awarded March 2004.

- **Needs and capabilities of customers:**

DOE OLC²

The Energy OLC² customer base includes all DOE Federal and contractor employees. The Energy OLC² provides high quality, standardized, cost-effective learning opportunities just-in-time to employees. Some of the benefits have been:

- Employees Department-wide have access to the Energy OLC² 24 hours a day, 7 days a week, 365 days a year from their office, home or wherever the employee has web access.
- Consistent training content and delivery provided across the Department
- High quality, cost effective training delivery
- Cost savings realized as a result of reduced travel and learning time
- On demand course completion data
- Users have the ability to access and print course completion certificates

Employees have unlimited access through the Internet to DOE courses and other functions on the Energy OLC². Employees can access unlimited courses as many times as needed during the year. Customers enjoy the convenience of completing learning activities on demand and having Help Desk assistance available during the business day. Employee access to the full inventory of courses housed on the Energy OLC² is available on a yearly basis through the employee's sponsoring organization.

Training Delivery and Services

The Professional Skills and Technical Training Program provides high quality, competency-based, cost-effective training and development opportunities on a just-in-time basis to employees. Customers may use the contract for direct on-site deliveries, tailored courseware, program management, and deliveries are tailored to accommodate organizational schedules.

Some of the benefits have been:

- Five new DOE courses developed to support DOE employee development and certification requirements

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- 100% of DOE organizations have used the current products and services available through the Training Delivery and Services business line.
- The courses provided through the Professional Skills and Technical Training Program are tailored, DOE specific courses.
- The courses can be delivered on-site or centrally located to provide peer sharing experiences.
- Promotes knowledge sharing through the resource sharing and collaborations.
- The Professional Skills and Technical Training Contract provide ancillary services provision, giving tailored services beyond course delivery.
- Products and services can be delivered nationwide.
- All courses provided through the contract are consistent, DOE specific and DOE owned.

Balance Scorecard Elements – DOE OLC²

Customer Objective: Provide DOE federal customers an easy to use system that provides comprehensive online content supporting continuous and just in time learning in support of the DOE missions.

The DOE Online Learning Center² (OLC²) delivers courses which support the department's mission and programs. The benefits to the DOE include: DOE specific course creation and delivery, and access, competitive pricing, and fee for service pricing.

Performance Goal	Performance Standard
Provide capability to access, complete, test, and evaluate courses online	75% of Energy OLC ² users rate their experience as highly satisfactory or better. This rating shall be a composite based on course content and effectiveness of web interface
Provide capability to access, complete, test, and evaluate courses online	100% of HQ and Field organizations have established access to the Energy OLC ² and developing plans for long-term use of the Energy OLC ²

Our customers are the DOE federal employees. Because the courses are web-based, employees worldwide are eligible to use our services. We have chosen an array of courses that will allow all levels of employees to enhance their skills or to acquire new skills. While employees have different reasons for taking online courses and their goals may differ, a quality learning experience that is the overall objective, characterized by:

- Course material relevant to specific job needs,
- Skills taught in a context that allows the employee to easily apply those skills,
- Employees and their managers experiencing positive results from taking online courses, as measured by an increase in productivity or efficiency.

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Strategies for Improving Customer Satisfaction	2007	2008	2009	2010	2011
Provide customers various methods for technical assistance and support	X	X	X	X	X
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Identify DOE specific learning activities that have cross-cutting applicability appropriate for web-based learning	X	X	X	X	X
Conduct customer feedback and evaluation surveys	X	X	X	X	X

Financial Objective: Cost effectively provides access to training courses and other training services and functionality on the EOLC to employees department-wide.

There are fixed and variable costs associated with operating and maintaining the Energy OLC² and providing quality content. The fixed costs include the annual maintenance fee for the system and an annual hosting fee. There are costs associated with posting DOE specific information to the system, establishing employee access to the system, customizing specific functions to meet DOE needs, and ensuring that the Energy OLC² meets the Department's security requirements. The variable costs are primarily the costs for the SkillSoft and NetG online courses. The technical courses and those acquired through the OPM contract are available on an annual basis at a cost per user.

Performance Goal	Performance Standard
Provide employees access to low cost, just-in-time training	Increase the return on investment for department-wide mandatory training

Frequency: Report progress to the WCF Board in the Annual Report.

Strategies for Financial Objective	2007	2008	2009	2010	2011
Identify department-wide crosscutting learning activities that are appropriate for web-based training	X	X	X	X	X
Identify existing web-based courses federal government-wide to make available on the Energy OLC at minimal cost to the Department	X	X	X	X	X
Provide a forum for the exchange of information concerning online learning related activities	X	X	X	X	X

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Internal Processes Objective: The Energy OLC training records are currently collected in a database on the Energy OLC server. This is separate from training records for other methods of training. CHRIS is the system of record for the Department, and employees have access to their records through the Employee Self Service (ESS) web page. Training records include course completion data and provide access to completion certificates. Course access data is also included in the employees training record but this information is not updated to CHRIS.

The Energy OLC² resides on a server that is owned and operated by the system vendor. All training records reside on this server. After an employee completes an online course, it is recorded on the employee's online training transcript, and the employee is able to print a training certificate of completion. The employee's transcript indicates the course title, the start and completion dates, the number of training hours, and the test score received. Employee transcripts are scanned on a monthly basis for new course completions and those records are uploaded into the Corporate Human Resources Information system (CHRIS). CHRIS is the system of record for the Department and employees have access to their complete training history through the Employee Self Service (ESS) web page.

Performance Goal	Performance Standard
Provide the ability to access Energy OLC web-based training records on the Departments system of record.	100% of employees web-based course training records are accessible through at the desk top via Employee Self Service (ESS)

Strategies for Internal Process Objective	2007	2008	2009	2010	2011
Establish a systematic process of auditing a sample of employee training records to assure the accuracy of data transfer	X	X	X	X	X
Provide employees the ability, through the Energy OLC Help Line or via email, to provide feedback for system improvements	X	X	X	X	X
Periodic internal review of the Energy OLC course completion dates of employee transcripts from which data is collected for upload to CHRIS	X	X	X	X	X

Learning and Growth Objective: The Energy OLC² staff learning objective is to be kept abreast of the latest learning technologies through attending various workshops, conferences, training opportunities, and networking with other public and private organizations

Staff members responsible for the Corporate Training Services Business interact with representatives from across the Department, as well as, other Federal agencies. It is important the staff keep abreast of the latest training and technology trends. There are a variety of tools and methods in place that the staff can use to ensure that learning and growth occur continuously. One method is participation on various Federal government-wide training and

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development committees and working groups that focus on the sharing of new ideas and experiences in the application of new training.

Training and development staff skills are assessed using the Department's skills assessment tool to determine training and career development needs. Training offered through the Professional Skills Program and the EOLC² are used to meet these needs.

Performance Goal	Performance Standard
Federal Employee IDPs	All Federal employees associated with the Energy Online Learning Center business line have current IDPs
Contractor Employee Training	Each contractor employee is assessed annually for incremental training needs

Strategies for Improving Learning and Growth Objective	2007	2008	2009	2010	2011
Establish partnerships with other Federal agencies, colleges, universities, and private industry for educational and training opportunities	X	X	X	X	X
Participate in training technology workshops and conferences as providers and participants	X	X	X	X	X

Balance Scorecard Elements – Training Delivery and Services

Customer Objective:

Our customers are all DOE federal employees. The Professional Skills curriculum is comprised of five functional training areas including Project Management, Program Management, Acquisition and Assistance, Continuing Education and Interdisciplinary. The objectives are to:

- provide course material specific to DOE mission and job needs,
- develop courses in response to specific GAO and National Research Council reports, and Government Performance Results Act,
- meet customer learning and training competency needs as well as certification needs.

Performance Goal	Performance Standard
Provide accessible training, complex wide, that meets mission, organizational and individual needs	100% of HQ and Field organizations participate in these courses

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Strategies for Improving Customer Satisfaction	2007	2008	2009	2010	2011
Provide customers various methods for assistance and support	X	X	X	X	X
Conduct customer feedback and evaluation surveys	X	X	X	X	X
Identify DOE specific learning activities that have cross-cutting applicability	X	X	X	X	X

Financial Objective

It costs an average of \$1500 per person per day for a highly technical course typically in industry which is ten times the cost charged to our customers for a training course today. The objective of the Professional Skills Training Program is to keep cost at a minimum and at the same time provide a high quality DOE specific training curriculum.

Performance Goal	Performance Standard
Provide employees access to low cost, high quality training that meets specific DOE needs.	Increase participation in the courses offered through this program.

Strategies for Financial Objective	2007	2008	2009	2010	2011
Identify department-wide crosscutting learning activities that are appropriate for blended learning approaches to meet training needs.	X	X	X	X	X
Redesign existing curriculum into a blended learning approach to meet various learning styles and reduce cost	X	X	X	X	X

Internal Processes Objective:

The Professional Skills and Technical Training Program was established to provide competency-based training department-wide, in the areas of Project Management; Program Management; Acquisition and Assistance (Procurement) and Interdisciplinary areas. The objective of these courses is to provide standardized training that is conducted department-wide.

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Strategies for Internal Process Objective	2007	2008	2009	2010	2011
Increase the number of competency-based, required courses for DOE employees Department-wide	X	X	X	X	X
Design, develop, prototype and deliver additional training in Professional Skills and Technical Training Program based on customers needs and objectives that will be accessible to all DOE employees at all DOE sites with consistency in delivery.	X	X	X	X	X
Provide the opportunity for customers with common training development needs to share cost of development and delivery.	X	X	X	X	X
Provide a vehicle for development of organization specific training and development activities for meeting DOE specific training needs.	X	X	X	X	X

Learning and Growth Objective:

The Training Delivery Services staff learning objective is to be kept abreast of the latest learning technologies through attending various workshops, conferences, training opportunities, and networking with other public and private organizations.

Performance Goal	Performance Standard
Improve training development and delivery related business management, financial management, and customer service knowledge, skills, and abilities of the Training Delivery Services staff.	100% of the Training Delivery Services staff attends at least one training technology workshop, conference or training session.

Strategies for Improving Learning and Growth Objective	2007	2008	2009	2010	2011
Establish partnerships with other Federal agencies, colleges, universities, and private industry for educational and training opportunities.	X	X	X	X	X
Participate in training technology workshops and conferences as providers and participants	X	X	X	X	X